

## CHAPTER 3

### TQM Implementation In Harris Malaysia

#### 3.1 TQM implementation

Having identified TQM as the key to quality in 1991, Harris Malaysia set off to implement this strategic management with the formation of a TQM Steering Committee. Headed by the Managing Director, CB Teh, a cross-functional membership of all senior executives and the process improvement team leaders meet twice a month to formulate total quality policies, plans and review ongoing preparation on the implementation of TQM.

This TQM Steering Committee has outlined seven steps in the implementation of TQM in Harris Malaysia. The steps are :

1. Established TQM Steering Committee
2. Develop 7 years plans
3. Develop annual objective
4. Deployment/ roll down to departments to develop plans including targets and means.
5. Implementation
6. Regulate programme and review monthly and quarterly.
7. Annual Review.

The illustration of each step is as follows:

#### Step 1 : Establishment of TQM Steering Committee

The impementation of TQM begun with the establishment of a TQM Steering Committee. This is to provide emphasis and authority to decisions and actions emanating

therefrom and to demonstrate the company's full commitment to achieving the stated quality policy and objectives.

The Steering Committee establishes quality strategies and improvement initiatives and oversees the effectiveness implementation of the total quality management system.

Some of the basic roles and functions of the committee are as follows :

- // Develop effective quality strategies;
- # Identifying and initiating quality improvement projects that have the best chance;  
of success;
- # Identifying requisite process;
- # Monitoring progress;
- # Addressing/solving problems identified;
- # Providing guidance and technical assistance;
- # Providing leadership;
- # Identifying and providing suitable education and training opportunities;
- # Maintaining effective communication lines and employee involvement;
- # Ensuring a strong customer focus in the TQM system .

## Step 2 : Develop seven years plan

Besides that, this Steering Committee has come out with a seven years plan to implement TQM. The plan is as follows:

YEAR	'91	'92	'93	'94	'95	'96/97
PHASE	ORIENTATION	STRUCTURING	EMPOWERMENT	EXCITEMENT		
MANAGEMENT VISION/LEADERSHIP	TQM STRATEGY	IMPLEMENTATION OF TQMS ELEMENTS - EXECUTION THROUGH PET (PROGRAMME EXECUTION TEAM)				
			BENCHMARKING/RE-ENGINEERING			
TRAINING AND EDUCATION	TEAM DEVELOPMENT	SKILL DEVELOPMENT	PEOPLE DEVELOPMENT	SKILLED/TECHNICAL MANPOWER		
PROGRAMMES DEVELOPMENT	SPC	JIT	TPM	TOC-PIPELINE FLOW		
TEAM DEVELOPMENT	PET/SIP	CONTINUATION OF IMPROVEMENT ORIENTATED SIP TEAM				
	IIT - FACILITATOR LED ~> LEADER-CENTRED ~> SDWT					
RECOGNITION AND REWARD		TEAM RECOGNITION		COMPETITIVE		
GOAL ALIGNMENT	LINKAGE TO SPD	IMPLEMENT A/B/C GOAL DEPLOYMENT		LINK GOAL BY PMT/EIT		
		PILOT 12 PMT		INCREASING PMT AUTONOMY		

Harris Malaysia wants to implement TQM by stages. This will enable them to monitor, evaluate and improve the programme systematically.

**Step 3 : Develop annual goals and objectives**

Furthermore, the Steering Committee also has defined its priorities, goals, objectives and strategies which will be carried out in stages. Each of these goals and objectives are very specific and they are measurable. Following are the goals and objectives of Harris Malaysia as shown in Table 1

**Table 1: Goals and objectives of Harris Malaysia**

PRIORITY	MEASUREMENT	GOAL
PEOPLE	QUALITY OF WORK-LIFE (QWL)	Employee Satisfaction Survey.
	ITP (IND. TRAINING PLAN)	90% ITP meet, target 30 hours each.
TPM	AUTONOMOUS MAINTENANCE	Step 3/4 MGR models, 2/3 Hori expansion
	SET OF EQUIPMENTS	Assembly OEE 70% ,MTBA 45 mins Test OEE 50% ,MTBA 30 mins
DELIVERY	OTD	95%
	DLI	320 Line Items
QUALITY	AQQ (EXT)	Elec 10 PPM, MECH 60 PPM
	Cpk	Critical Nodes, 1.5
	Warranty	500 PPM
CYCLETIME	Factory	IC 7D, Power 4D
	Shipment	7 days
	New Product (Samples)	16 Days Tat & Adder
COST	PRODUCTIVITY YIELD	10% Improvement, OOE 10% COQ Improvement

The objectives and strategies (especially in the area of marketing) of Harris are as follows:

1. Drive revenue and market share growth where they have competitive advantage.
2. Work to own focus markets/applications.
3. Become "Best in Industry" for quality and service.
4. Emphasize customer and market focus while maintaining product orientation.
5. Achieve 10% annual productivity improvements.
6. Attain "World Class" asset management.
7. Make people development and training a priority.
8. Install measurement and reward system that drive correct behaviour.

After identifying the goals and objectives of its TQM implementation, Harris Malaysia has taken some initiatives to communicate them to its workforce. This led to the next step which is deployment stage.

#### Step 4: Deployment

As have been stressed previously, management commitment is a key factor in the implementation of an effective quality system. Just as important, however, is the commitment of the rest of the workforce who will need to put the policies into practice. To get this message across and emphasize the need for continuous and company-wide quality improvement, a series of Quality Workshops were carried out for the employees.

Besides that, Harris Malaysia has improved the way they communicate by listening to and using the ideas of their people. The size of Harris Malaysia means that communication need to be efficient, practical thorough and simple, and the company has gone to considerable lengths to ensure that the line of communication is informative and

effective. Items of broad interest are usually covered in the in-house magazine Harriskop. Additional emphasis is achieved by using high-profile and frequently changed posters (these are often designed by staff) and banners.

Furthermore, items of particular or special interest are communicated via team briefing sessions, which keeps people informed of the issues arising. It is the responsibility of every team leader to perform team briefing every week and to acknowledge and implement queries and suggestions raised by the staff. In this way, the idea of TQM implementation was being communicated to all levels of employees.

#### Step 5: Implementation

The first step taken by Harris Malaysia to implement TQM was to get the cooperation and involvement of its employees. Employee involvement and team building, the other crucial components of TQM, is carried out relentlessly despite the magnitude of its 4,000 strong workforce. The endeavour is rested upon a structure of the three interlocking and complementary team types that involve individuals from top management to floor members. The three teams are as follows:

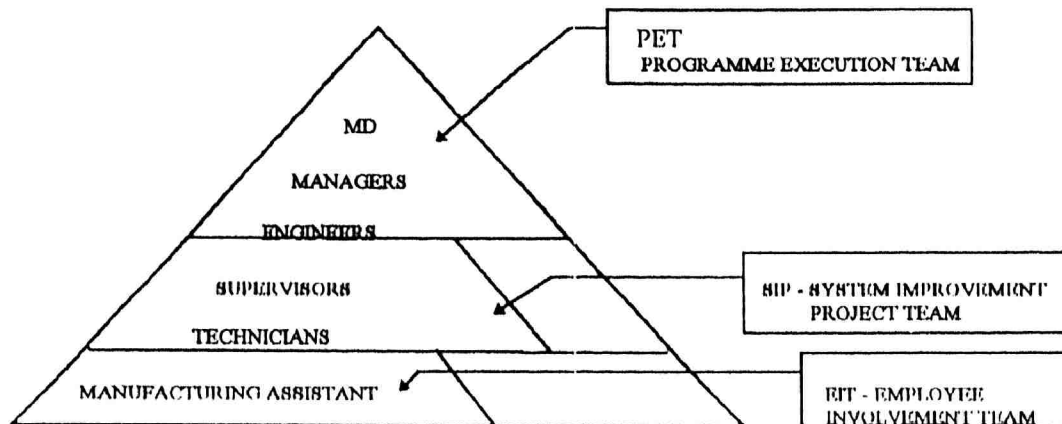
1. The PET (Programme Execution Team) headed by a senior manager with cross-functional participants is responsible for the development and formulation of strategic policies and plantwide programmes. The team consisting mainly MD, managers and engineers. These strategic policies and plantwide programmes are being carried out by SIP and EIT teams.
2. The SIP (System Improvement Project) Team consisting mainly of Section Managers, Engineers and Executives, works on improvement projects. SIP provides a platform for problem identification/resolution, process improvement and employee

involvement/empowerment. The basic framework of SIP involves the following components:

- # Exchange communication and involvement;
  - # Exchange of ideas and learning from the opinions of others;
  - # Collection and analysis of meaning from data and information;
  - # Identification of causes of problems;
  - # Developing appropriate and optimal solutions;
  - # Planning and implementing suitable changes;
  - # Recommending quality improvement initiatives, opportunities and strategies;
  - # Helping to achieve teamwork and establish a quality culture.
3. The Employee Involvement Team (EIT) or Self Directed Work Team(SDWT), involving all manufacturing assistants (or operators), technicians and facilitators (or supervisors) is the largest team type in the structure. There are 280 teams at varying levels in Harris Malaysia's current EIT/SDWT development, which also includes non-manufacturing groups from the security, facility, maintenance, clinic, central office functions and clerical staff.

These three teams can be shown in Figure 2:

**Figure 2: Employee involvement**



A typical EIT/SDWT has twelve members, an elected leader and a secretary who serves on a six month basis. Each team has its own team agreement which spells out its own goals, definition of consensus, meeting's quorum and frequency. Their main focus is to devise effective ways on the improvement of both internal and external customers satisfaction, increasing productivity, reducing process variability, to take necessary actions to ensure safety prevention and cost reduction.

"In daily practice, the EIT/SDWT members are responsible for the administration and management of job assignment, leave approval, overtime, parts purchase, cross training and job performance monitor and others," says the TQM Director, Mr. Stephen Nah. "Unlike the traditional environment where only the supervisors are authorized to make approvals, here the members are empowered to do the jobs. Policies were rewritten. The objective is to create a "supervisorless" and a very transparent environment where members are given opportunities to learn new operations and skills, and practice



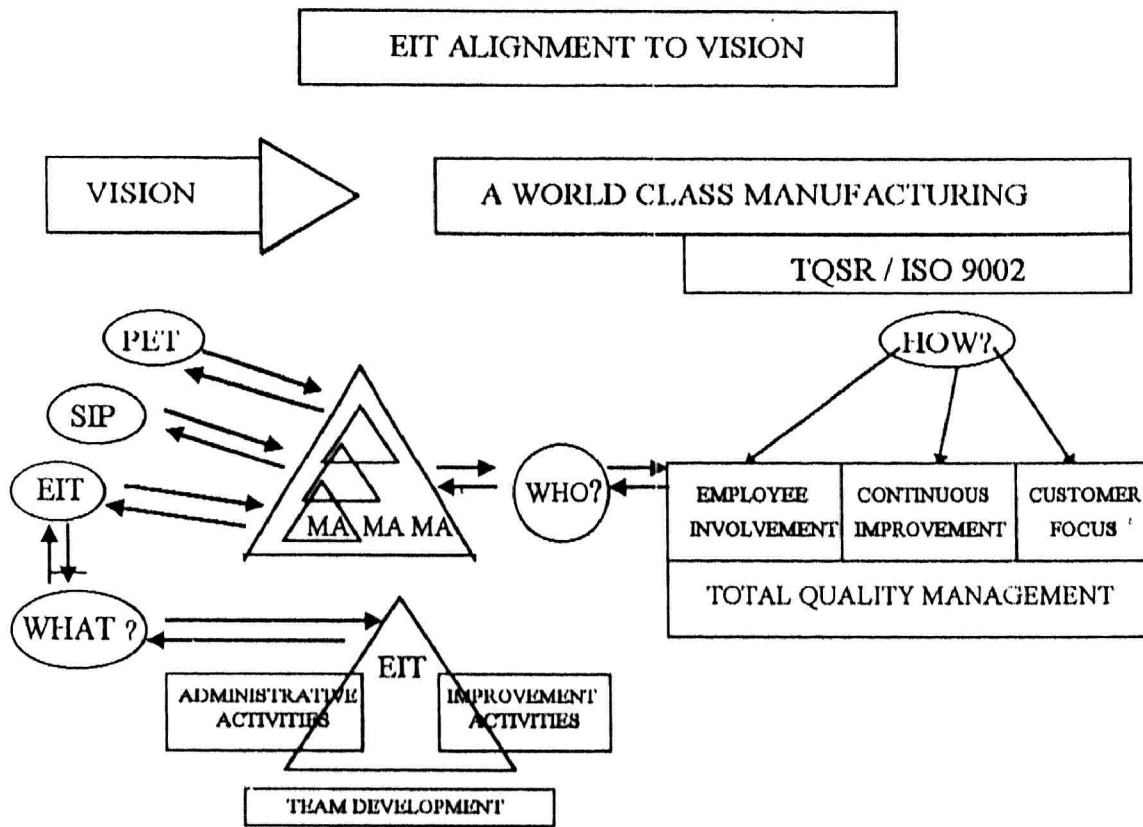
continuous improvement. Consequently, their moral will be boosted and flexibility in their individual job functions will also be developed.” says Mr. Stephen Nah.

EIT/SDWT are different from other work groups because they:

- # are empowered to share management and leadership functions;
- # plan, control and improve their own work processes;
- # set their own goals and inspect their own work;
- # create their own schedules and review performance as group;
- # prepare budgets and coordinate work with other departments;
- # order materials, keep inventories and deal with other departments;
- # are responsible for acquiring any new training they might need;
- # discipline their own members and hire replacement; and
- # take responsibility for the quality of products or services;

How does the role of EIT aligned to the vision of Harris Malaysia? This can be describe from the following figure:

**Figure 3: EIT alignment to vision**



These EITs are formed to carry out two types of activities. They are administrative activities and improvement activities. Some of these administrative activities are i) job assignment ii) leave management iii) conduct cross training and iv) ordering and requisite for parts. Whereas, some of the improvement activities being carried out are JIT, TPM and other process improvements activities such as using SPC tools and so on.

Upon the basis of this team structure, the concept of Process Management Team is also incorporated in Harris Malaysia's TQM structure. The concept was incorporated about a year ago with the formation of 12 Process Management Team (PMT). Heading the PMTs is a cross-functional core team made up of key personnel from operations,

engineering, quality and materials. These PMTs ensure the smooth daily management of their respective areas and meet their share of tactical goals with the objective of making the plant more flexible; and be effective as a small unit while enjoying the benefit of being big.

### 3.2 Supply management

Suppliers and customers of Harris Malaysia have a part in its TQM too. Mutually beneficial partnerships are developed and maintained through various means under PET's Supplier Partnership Programme. Why is supply management so vital? The quality of purchased supplies is critical to the quality of a company's product/services. Cosby estimates that 50 percent of a company's quality problems are caused by defect materials (Smock, 1992, pp. 51-57). Moreover, for many companies, the purchase of materials from suppliers and subcontractors accounts for at least half of manufacturing costs, and in some cases this figure can exceed 70 percent. Therefore, for any company engaged in a process of continuous improvement, there is a need to seek improvements in quality and productivity from its suppliers and to integrate them into the quality improvement process (Barrie, 1994, pp. 292).

There are two other main reasons why supply management and supplier development have become key element in improving a company's competitiveness. First, technological and competitive pressures have resulted in a greater trend towards specialization, an increasing number of organizations are developing strategies which concentrate on their core business. As specialization increases so does the number of parts sourced by an organization from its external suppliers, there is a general trend from making to buying. So, viewed strategically, the need to involve suppliers early in the process of new product development in order to obtain their inputs and make use of their specialized

expertise becomes of prime importance. This early involvement and the two-way flow of information help to facilitate design for manufacturability, simultaneous engineering and competitive manufacturing.

Second, those companies with the best suppliers and which can make the most effective use of their capabilities will have a competitive advantage in the marketplace.

Supplier development requires a fundamental shift in the customer-supplier relationship; it requires a company to treat its suppliers as long term business partners. This is a strategic decision (Barrie, 1994, pp. 293). Based on this argument, Harris Malaysia has come out with a programme called "Partnership Programme With Supplier".

Harris Malaysia recognized that suppliers are an integral part of an organization's business process. Focusing resources on key suppliers allows Harris Malaysia to do a better job of communicating their requirements and designing their products and services with confidence of suppliers capability. Harris Malaysia made few approaches to their Supplier Partnership Programme by, first, the company conduct regular meetings and seminars to educate suppliers about quality services.

The organization is providing technical assistances to help suppliers solve problems. This is because according to them "with continuous focus on customer satisfaction, our commitment is to mutually develop a beneficial partnership with our suppliers that share the same commitment and together synergizing our resources towards continuous improvements in meeting this objective" . (Toward A Partnership, pp. 3 )

Harris Malaysia open channels of communication permit problem identification and resolution. Furthermore, Harris Malaysia insist on the new relationship with their suppliers. The new relationship norms are as follows:

- # Negotiation based on mutual problems;
- # Pressure through obligation to perform;
- # Few suppliers in tight linkage;
- # Limited bidding, frequent negotiation to improve products and processes;
- # Buyer as facilitator of many points of communication;
- # More informal technical interchange, technical conferences, supplier associations;
- # Frequent discussions to reduce common costs, improve fit between mix of parts process and network.

Besides that, Harris Malaysia sponsors a supplier qualification process with clearly defined criteria. It also supports a supplier rating system to routinely inform suppliers about their performance.

Some of Harris Malaysia expectations on its suppliers are as follows:

1. Key commodity equipment supplier;
2. Management communication;
3. Can improve efficiency;
4. Predictable Process;
5. Timely response process correct;
6. Value ;
7. Ethical;
8. Long term perspective.

In addition to the above expectations, suppliers also must have the following characteristics and attitudes before they can become the right partner(s) to Harris Malaysia

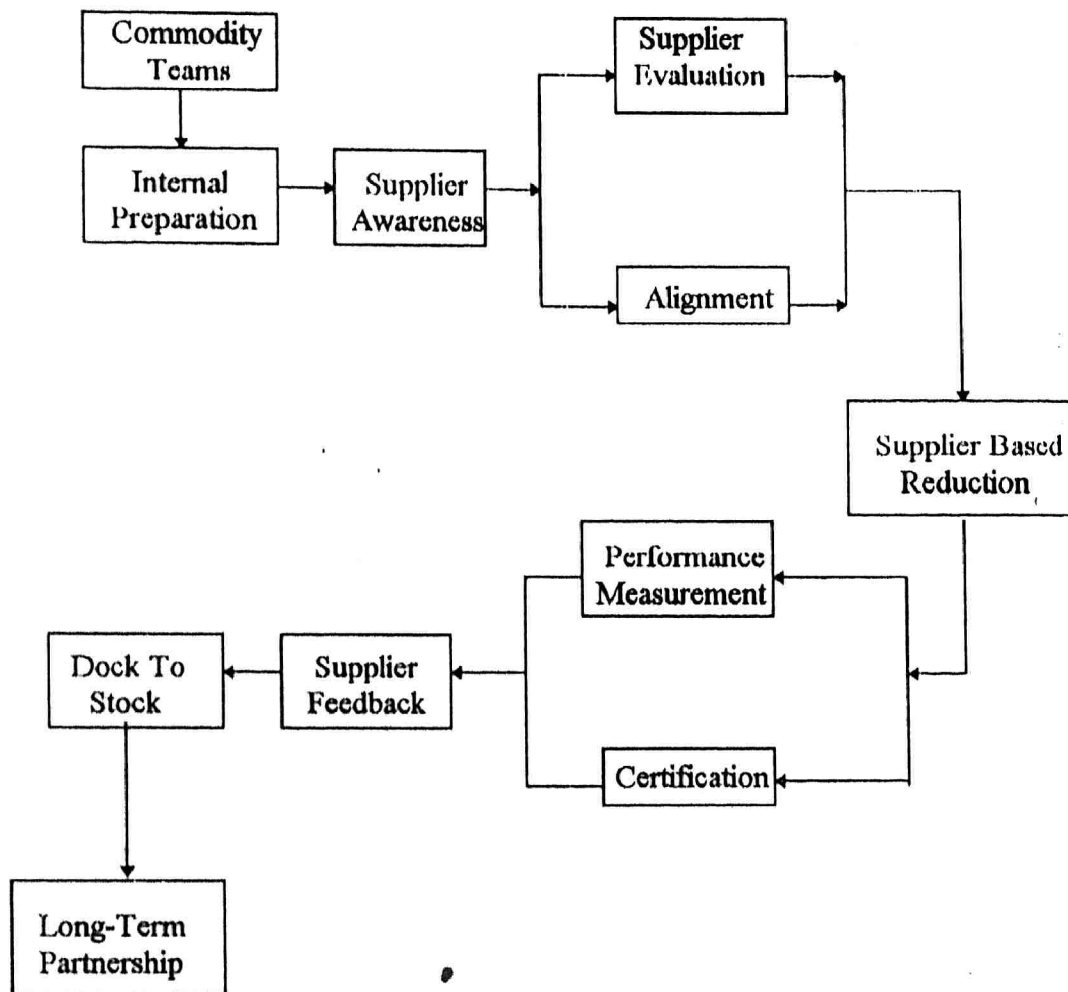
- # Management Commitment To Excellence

- # Commitment to Partnership Philosophy
- # Quality Capability : SPC, DOX, QOS
- # Historical Quality Records
- # Product Design & Technology Strength/Skills
- # Continuous Focus On Delivery Short Improvement
- # Willingness To Share Information
- # Service Performance Records
- # Mutual Sharing of Resources

### 3.3 Supplier partnership process

Supplier partnership process in Harris Malaysia is shown in **Figure 3**. Each stage of the process can be explained as follows:

**Figure 4: Supplier partnership process**



**Stage 1: Commodity teams**

The responsibilities of the commodity teams are to decide whether to make or buy certain materials or goods. They also involved in competition benchmarking. Besides that, they also do supplier surveys and later to qualify suppliers. More often matrix alternative is being apply. Hence, multidisciplined teams are formed to evaluate, reduce, and manage the supply base for each major commodity family.

Team membership comes from various functional departments such as purchasing/materials, quality assurance, engineering, manufacturing engineering, production, accounting and MIS. This is to ensure objectivity in evaluating of suppliers and at the same time to encourage cooperation and team work among the staff from these various departments.

#### **Stage 2: Internal preparation**

After the forming of the commodity team, the team member will select a leader. The team will overview on the supplier partnership programme and decide on the commodity sub-grouping to work on for example raw materials, tooling, capital, equipment and etc. At this stage the commodity team will work on milestone chart and review the plan with PET.

#### **Stage 3: Supplier awareness**

At this stage, the selected commodity team and PET members will present the programme and plans to the suppliers. They will get the suppliers management commitment on them. Once the programme and plan are accepted, the next stage will be Supplier Evaluation.

#### **Stage 4: Supplier evaluation**

As a step toward developing a closer relationship and forming a strategic alliance with key suppliers, a supplier evaluation programme has been conducted by Harris Malaysia. Harris Malaysia beliefs that in the long run, this will lead to a much smaller number of strategically important suppliers than is found in the conventional arrangement where price negotiation is a major factor in selecting suppliers. This is viewed as a tradeoff between a short-time profit taking orientation and long-term involvement where the



benefits may come from all aspects of the close relationship. In this stage, the team will evaluate the suppliers on the following areas:

- i) Supplier company profile assessment
- ii) Supplier leverage assessment
- iii) Supplier ratings and analysis

The team also has to do onsite audit and assessment to determine whether the quality systems and controls being practiced by the supplier are in conformance to the standard or not. Some of the supplier evaluation criteria will include on follow :

- # Financial stability
- // Management commitment to excellence
- # Design technology strength
- # Quality capability
- # Cost leadership
- # Service/flexibility
- # Manufacturing skills
- # JIT development
- # Employee participation

#### **Stage 5: Alignment**

Concurrently with the supplier evaluation stage is alignment stage. In this stage, the team will exchange findings (documentation/evaluation) with suppliers. The team then make recommendation to suppliers for improvement and to PET on any innovative approaches. Some of the suppliers may not agree to fulfill conditions and requirements imposed on them. Therefore, the next action, the team has to take is to identify those

suppliers that they think can fulfill the quality requirements and other qualifications by Harris Malaysia. This lead to the next stage, that is supplier based reduction.

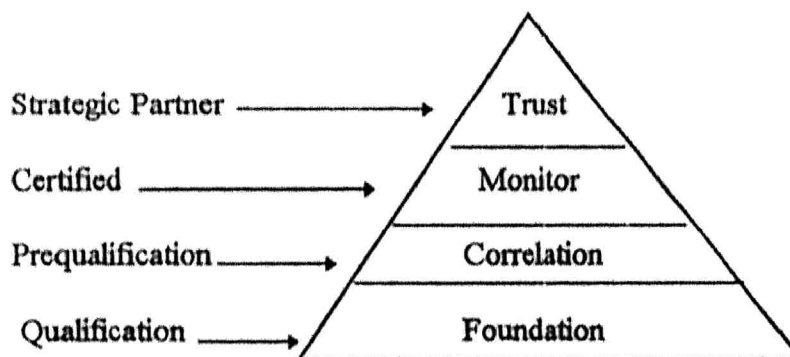
**Stage 6: Supplier based reduction**

Following the preliminary findings, Harris Malaysia will reduce number of suppliers that are approved to supply materials to the company.

**Stage 7: Performance measurement**

The shortlisted suppliers are continuously measured using the supplier rating system. Monthly data is compiled and quarterly ratings to suppliers will be published. Outstanding suppliers will be selected for recognition/awards whereas non-conformance suppliers will be asked to improve their quality or otherwise face the consequence of being replaced. Besides that, the commodity team form another subteam to certified suppliers according to the certification team.

**Figure 5: Supplier rating measurement**



The selection of equipment and material suppliers is based on their ability to meet exacting specifications and delivery requirements and demonstrate a commitment toward

continuous improvement. Supplier quality assessment is carried out by Supplier Rating Team and each key supplier is subjected to a vendor rating system, based on five parameters to be measured on a scale of 100 points each. The five parameters are i) quality ii) delivery iii) costing iv) service v) technology.

#### **Stage 8: Supplier certification programme**

The certification programme is a well structured section of the supplier partnership process that is specially meant for "key suppliers". The term "key suppliers" are defined as those suppliers that fall into the following categories:

1. Items that are supplied that will form an integral part of the semiconductor devices.
2. Items supplied that has major impact to Harris operational cost.
3. Service provided that is critical to the support of Harris production.
4. Service provided that is part of the manufacturing process in making the semiconductor devices.
5. Suppliers that are supplying more than 80 % of the requirements in the sub-commodity or the commodity.

The certification programme offers to key suppliers upon successful attainment a status of "preferred supplier". The certification team that is involved in certifying the selected supplier can be from the same members of the commodity team that was originally formed to look into the commodity concerned. Without prejudices, certified suppliers are obligated to be reasonable if not competitive in their pricing to Harris at all times. It is with reciprocity, Harris shall be obliged with longer term of business opportunity and/or larger business allocation in-line with the progress of partnership build-up.

### Stage 9 : Supplier feedback

Next, the team will have a regular review with the supplier on the progress of certification state. They further re-align with the certified suppliers to achieve their company expectation.

The team will also have further enhancements with the suppliers to reduce Harris Malaysia incoming inspection. They will work with the supplier on ship-to-stock procedure and packaging size. The commodity team also will work with forwarder on the awareness of dock to stock programme. This stage is called "dock to stock".

The aim of this whole exercise is to create a long-term partnership.

### 3.4 Customer focus

One of the major factor that contribute to the successful implementation of TQM in Harris Malaysia is the constant emphasis on satisfying internal and external customers through meeting their requirements and value expectations. Harris Malaysia has made this the primary task of every employee.

This is done by Harris Malaysia through an on-going survey on one-third of its customers to find out on how they think about Harris Malaysia products and to assess how satisfied they are toward the products. This is also to find out what are the problems faced by the customers and to get some feedback from the customers.

Besides that, Harris Malaysia also formed a group called Key Customer Champions. The objectives of this group is to ensure that problems encountered by the customers are being looked into and managed in an effective and efficient manner.

The TQM Steering Committee has identified 12 Key Customer Champions. All of them are either senior managers or engineers.

The roles of these Key Customer Champions are as follow :

- a) to maintain a list of goods sold to that customer
- b) to receive a copy of all complaints and look into it as soon as possible
- c) to visit the customer minimum once in every two years
- d) to coordinate logistic when extraordinary issue is being discussed
- e) to host any reciprocal visit from the customers

Relating to the success of this approach, Harris Malaysia TQM Director, Mr. Stephen Nah said, "Both of our sales teams and the customers mentioned that these customer champions have been helpful and effective in resolving issue. For example, there was an incident whereby the company able to closed a big account with three companies when the respective customer champions met with their customers and shared with them on how the quality improvement works in Harris Malaysia.

### 3.5 Rewards and training

A comprehensive system of recognition and reward helps augment the TQM success. Award such as the semi-annual Award Of Excellence (AOE) and the prestigious MD's Award are designed to reward team achievement while individual contribution is also recognized.

Employee's skill and education development is another inherent aspect of TQM in Harris Malaysia. The company invests about 7% of its payroll in training and development of its employees. Other than the ongoing workshops and technical classes, three modules for continuing education - Certificate for Business Management, Master of Business Management, and Certificate in Electronic - are jointly organized with local universities and

institutes of higher learning. Currently fifteen executives from the company for instance, all being subsidized to attend a three years MBA course in Universiti Kebangsaan Malaysia.

Besides that, the management's commitment is also known in its initiation of a management off-site workshops for team building and training.

"Over the past two years, there have been twenty-one trips, each involving about 200 manufacturing assistants and section executives as well as management staff, to vacationing sports such as Selesa's Health Resort," say Stephen Nah "for the two days and one night, participants would get to interact with members from all levels through team games, telematches, roommates allocation and other social activities. The ability to blend fun with learning and achievement sets the ambience for the new culture."

### 3.6 Employee involvement and satisfaction

Harris Malaysia believed that a quality culture can not exist until it is reflected in the actions of all employees in the organization. To the extent that every individual contributes to the organization's ability to deliver products and services. To Harris Malaysia, every employee is, also simultaneously a customer and supplier to others in the organization. It is essential that the "products" and "services" that are delivered internally be of the highest quality as well.

Employees involvement and commitment are evidenced in Harris Malaysia. This can be seen :

- i) Harris Malaysia provides, and employees participate in, education and training programmes for quality.
- ii) Employees participate in teams to define and pursue quality improvement projects.

- iii) Employees participate in quality system reviews.
- iv) Employees understand and make use of statistical measurement methods.
- v) All employees are actively involved in all TQM programmes.

Besides that, fiscal year 1995 is the 3rd year running that Harris Malaysia has people as one of its business priorities and have been recognized through several prestigious award such as the "Quality Management Excellence Award" and "Caring Employer Award." They realize that their successes lies in their people who provide them the competitive edge.

For example, in the month of December, 1995, Harris Malaysia has carried out a survey on employee satisfaction. According to the Human Resource Manager, Encik Wan Ahmad Shafie, this survey was an invitation to participate in Harris Malaysia continuous improvement process. He said, "To succeed in our continuous efforts to promote employees satisfaction, we need to evaluate the level of employee satisfaction at Harris Malaysia." According to him, the information that was received through the last survey has helped them to understand their strengths and improvement opportunities.

The result indicated that they need to improve on information sharing and work on building cooperation and teamwork. Respondents want to see more emphatic actions on their concerns. Since then, improvement efforts have been undertaken. According to Wan Ahmad Shafie, "In the fiscal year 1996, we will further re-inforce our strength in people development through a number of key programmes. We will enhance employees satisfaction level through Quality of Worklife Survey and the implementation of Individualized Training Plan (ITP). We believe regular focus in these two domain will enable us to achieve substantial improvement."

In August 1995, Harris Malaysia decided to take another step in promoting people priority. They want to be recognized as the "Preferred Employer". This will call for a reinforcement of their commitment towards their people. Their efforts will be focused on:

- i) Building a caring culture and one that actively and consistently recognizes employee performance and contribution.
- ii) This is also coupled with a genuine concern safety and health in every aspect of day to day activities.

### 3.7 Total Quality Management assessment in Harris Malaysia

Harris Malaysia used TQSR Assessment Guide which is similar to Malcolm Baldrige Award of USA, an annual internal assessment of the total plant's quality management level for its TQM assessment.

This process has been used by many divisions in Harris Corporation Worldwide over the past years with positive results. The Standard of Excellence and Baldrige Award Criteria (1000 points total) have served as the standard against which each organization is measured.

This assessment is conducted for the purpose:

- i) Quantify the TQM efforts based on data and facts to ensure the TQM objectives are met.
- ii) Provide feedback for continuous improvement.
- iii) Provide training ground for internal assessors.
- iv) Promote diagonal management-employee interaction.

The outcome of the assessment is a set of recommendations and observations which are used to implement or accelerate the implementation of Quality Improvement.



Normally, a review will take 15 man-hours to complete. A short training session is usually held by the coordinator to acquaint the members with the process, and answer any questions. Each team member should read the Assessor Workbook. Team members are selected from members of the PET(Programme Execution Team) from cross-sectional backgrounds. Auditing experience is not required because the TQM assessment is not an audit. The process for the TQM assessment is given in the Standard Practices.

The interviewing schedule usually begins with the process owner and his/her staff. Initial interviews are conducted by pairing new interviewers with more experience team members. This provides an opportunity for the team to understand the process, and should help establish what the process owners wish to achieve through the TQM process. It is expected that many specific concerns or areas of special achievement will be noted by the process owners.

Most subsequent interviews are one-on-one. Team meeting at the end of each day is encouraged to allow the team members to share observations and concern and plan for any specific areas that need further explore during following day.

When all the interview are concluded, the team must compile the observations and recommendations within one week. Then the wrap-up meeting process will take place. The objective is to reach consensus on the observations, recommendations, and the plant's scores for the elements. The wrap-up meeting may take a day.

The management presentation is the final step of the assessment review. The team is expected to give a presentation of their observations and recommendations to the TQM Steering Committee. Discussion is encouraged, and any discrepancies in observations should be noted at this meeting. A copy of all observations and recommendations will be

left with the TQM Steering Committee so that action can be taken as soon as desired on any of the items.

The internal assessment will be performed annually. On a regular basis a corporate Total Quality System Review (TQSR) may be performed. This will help to provide additional feedback on the company.

Harris Malaysia has participated in Harris Corporation Worldwide Total Quality System Review (TQSR) recently. After thorough evaluation, Harris Malaysia were awarded 660 points, which is 10 points above the target they set in their vision statement. With 660 points, they were placed under the "Silver Award" category, among the very few (not more than three) in Harris Corporation Worldwide. This means that the plant has one of the highest trends of improvements in Harris Corporation Worldwide.